

## **MARQUETTE INTERCHANGE PROJECT**

### **DBE CAPACITY BUILDING PROGRAM**

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*d-Business Development Consultants*

*MIP DBE Capacity Building Consultants*

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## **CAPACITY BUILDING PROGRAM** **OBJECTIVES**

- ❖ Development of a cadre of new competent cadre of Disadvantaged Business Enterprise (DBE) contractors who can perform on large Wisconsin Department of Transportation projects
- ❖ Increased level of DBE capacity to perform on the Marquette Interchange Project
- ❖ Increased number of DBE firms that are bondable and that obtain working capital
- ❖ Increased number of DBE contractors who can perform as prime contractors

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## CAPACITY BUILDING PROGRAM OBJECTIVES

- ❖ More opportunities for DBE firms by working with WisDOT to “unbundle” large contracts into smaller manageable packages
- ❖ DBE firms have achieved the assigned contract goals on the MIP
- ❖ DBE firms have diversified their product and service offerings and moved into more non-traditional areas which may be more capital and skill intensive
- ❖ Increased effective and profitable working relationships between non-DBE contractors and DBE contractors

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## CAPACITY BUILDING PROGRAM OVERVIEW

- ❖ Paradigm Shift from past development efforts to now focus on identifying and developing competent pool of DBE contractors
- ❖ Identify and assess pool of DBE contractors and provide selected firms with technical assistance
- ❖ Identify specific work opportunities on the Marquette Interchange Project (MIP) and match selected DBE firms to the specific opportunities

## CAPACITY BUILDING PROGRAM OVERVIEW

- ❖ Provide bonding and working capital to DBE firms through *d-Business Development Consultants'* in-house bonding and lending authority
- ❖ Understanding the numerous challenges confronted by DBE firms and specifically tailoring technical assistance to meet the needs of each DBE firm
- ❖ Providing “real time” monitoring of selected DBE firms to ensure success on the MIP
- ❖ Setting goals to ensure meaningful and optimum participation by DBE firms

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## CAPACITY BUILDING PROGRAM OVERVIEW

- ❖ Partnering with key stakeholders including the National Association of Minority Contractors (NAMC) and the Wisconsin Transportation Builders Association (WTBA)
- ❖ Forging joint ventures and partnering relationships with other DBE and/or non-DBE firms as means to increase current capacity of DBE firms
- ❖ Establishing performance measures to ensure success of *d-Business'* development efforts
- ❖ Balancing competing interests of various stakeholder groups

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

- ❖ Defining work opportunities
- ❖ Internal DBE Program Evaluation
- ❖ Outreach
- ❖ DBE Identification and Assessment
- ❖ Technical Assistance/Bonding Financing Commitments
- ❖ Stakeholder Facilitation
- ❖ Goal Setting
- ❖ Forging relationship with Industry Groups
- ❖ Development of Evaluation Measures

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Defining Work Opportunities

#### ❖ **Goal**

*Obtain understanding of all elements of work proposed on the MIP*

#### ❖ **Innovative Element**

*Develop list of needed competencies for identified project elements and match them to qualified DBE's and /or those with realistic potential to become qualified through identified specific training.*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Internal DBE Program Evaluation

#### ❖ **Goal**

*Better understand why there has not been as much DBE participation as sought*

#### ❖ **Innovative Element**

*Work collaboratively with key industry stakeholders to identify reasons for non/low participation and develop strategies for corrective actions*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Outreach and Recruitment

#### ❖ **Goal**

- (1) *To seek participation of DBE firms in the Capacity Building Program*
- (2) *To inform DBE firms about realistic opportunities on the MIP*

#### ❖ **Innovative Element**

- 1) *Outreach effort will result in the recruitment of a diversified pool of DBE contractors to match realistic work areas on the MIP*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Outreach and Recruitment

#### ❖ Outreach Activities

- ❖ Contractor Workshops
- ❖ One-on one sessions
- ❖ Mass Mailings to DBE firms
- ❖ Pre-bid Meetings
- ❖ Presentations at Expos and Workshops
- ❖ Targeted mailings to specific DBE firms
- ❖ Networking with the National Association of Minority Contractors and Wisconsin Transportation Builders Association and other industry organizations

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Identification of Strengths and Weaknesses of DBE Firms

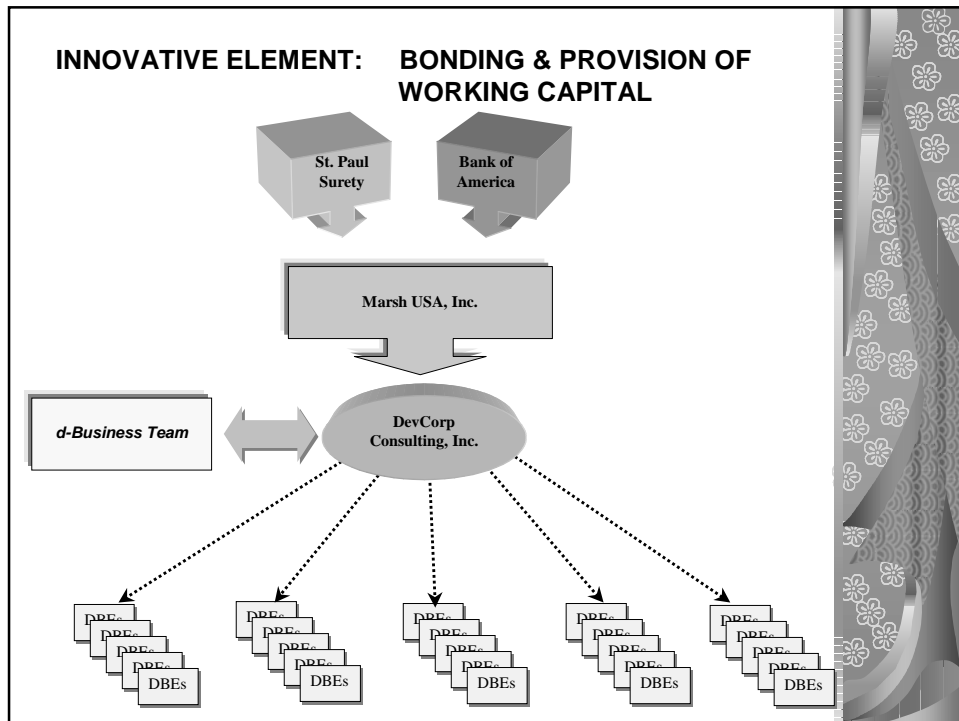
#### ❖ Goal

- (1) *Assess MIP needs and opportunities for DBE participation*
- (2) *Identify companies that could fill project needs and assess their strengths and weaknesses*
- (3) *Provide qualified firms with surety bonding and working capital*

#### ❖ Innovative Elements

- (1) *Focus on DBE firms that have a real potential to work on the MIP*
- (2) *Use of non-traditional underwriting criteria*
- (3) *Provide bonding and working capital to qualified firms through DevCorp's in-house bonding and lending authority*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Technical Assistance

❖ **Goal**  
*To ensure that the managerial, financial and technical capabilities of all participating DBE's are enhanced*

❖ **Innovative Elements**

- (1) Customized Technical Assistance Program to provide DBE's with help in project/task understanding, bidding processes and other areas of concern such as including implied sub-tasks in costing "loaded work elements"
- (2) Develop comprehensive work plans and targeted training for participating DBE's to ensure expansion of business capacity

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### DBE Contractor Monitoring

#### ❖ **Goal**

*To provide “real time” progress monitoring of DBE contractors to ensure completion and attainment of desired outcomes*

#### ❖ **Innovative Elements**

- (1) *Ongoing communications with prime contractor to ensure satisfactory performance by DBE contractor*
- (2) *Timely intervention to correct identified problems before they incapacitate the DBE contractor*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Stakeholder Group Facilitation & Community Participation

#### ❖ **Goal**

*To balance competing interests of stakeholder groups and get community “buy-in” of outcomes*

#### ❖ **Innovative Elements**

*Formation of three advisory stakeholder groups*

- (1) *Oversight Committee*
- (2) *Goal Setting Work Group to set specific contract goals*
- (3) *Industry Advisory Group*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Goal Setting For Meaningful DBE Participation

❖ **Goal**

*To ensure meaningful DBE participation and optimization of goals on each MIP contract*

❖ **Innovative Elements**

- (1) *Factor effectiveness of capacity building effort into goal setting*
- (2) *Establish goals in conjunction with stakeholder groups and WISDOT*
- (3) *Enhancement of opportunities for DBE's through creative suggestions to MIP Design Team in contract packaging*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

### Encouraging Majority Contractor Participation

❖ **Goal**

*To develop proactive efforts by majority contractors to provide more work opportunities to DBEs through joint ventures and mentor protégé programs*

❖ **Innovative Elements**

- (1) *Work collaboratively with WTBA and NAMC members to foster "win-win" relationships*
- (2) *Structuring Joint Ventures (JVs) to provide benefits to all partners*
- (3) *Monitoring the JVs to ensure that agreed upon terms are being followed*

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## SPECIFIC ELEMENTS OF CAPACITY BUILDING PROGRAM

Evaluation Plan to Assess DBE  
Business Development Efforts

❖ **Goal**

- (1) *To ensure attainment of desired outcomes*
- (2) *Feedback mechanism to assess effectiveness of our business development efforts*

❖ **Innovative Element**

*Comparison of “before” and “after” capacity scenarios*

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